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### The Influence of Leadership and Work Discipline on Employee Performance Mediated by Employee Work Motivation at the Poasia District Village Office

Harnisa<sup>1</sup>, Murdjani Kamaluddin<sup>2</sup>, Rince Tambunan<sup>3</sup><sup>1</sup> Program Studi Manajemen Program Magister (S2) STIE Enam Enam Kendari<sup>2</sup> Prodi Ilmu Manajemen Fakultas Ekonomi dan Bisnis Universitas Halu Oleo<sup>3</sup> Program Studi Manajemen STIE Enam Enam Kendari

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Corresponding Author:

Author Name\*: Harnisa

Email\*:

[harnisa212@gmail.com](mailto:harnisa212@gmail.com)

**Abstract:** This study aims to find out and analyze (1) The influence of leadership on employee work motivation in the Poasia District Village Office; (2) The influence of leadership on employee performance at the Poasia District Village Office; (3) The effect of work discipline on employee work motivation at the Poasia District Village Office; (4) The effect of work discipline on employee performance at the Poasia District Village Office; (5) The effect of work motivation on employee performance at the Poasia District Village Office; (6) The influence of leadership on employee performance is mediated by employee work motivation at the Poasia District Village Office; and (7) The influence of work discipline on employee performance is mediated by employee work motivation at the Poasia District Village Office. The determination of the number of samples in this study is by using the census method, namely the number of samples taken from the total population of 33 employees consisting of 8 people from the Poasia District office, 5 people from Anduonohu Village, 5 people from Rahandouna Village, 5 people from Anggoeya Village, 5 people from Matabubu Village, and 5 people from Wundumbatu Village. The data analysis technique in this study uses Partial Least Square (PLS). Based on the results of the study, it can be concluded that (1) Leadership has a positive and significant effect on the work motivation of employees at the Poasia District Village Office; (2) Leadership has a positive and significant effect on the performance of employees at the Poasia District Village Office; (3) Work discipline has a positive and significant effect on the work motivation of employees at the Poasia District Village Office; (4) Work discipline has a positive and significant effect on employee performance at the Poasia District Village Office; (5) Work motivation has a positive and significant effect on employee performance at the Poasia District Village Office; (6) Leadership has a positive and significant effect on employee performance through employee motivation at the Poasia District Village Office; (7) Work discipline has a positive and significant effect on employee performance through employee work motivation at the Poasia District Village Office.

**Keywords:** Leadership, Work Discipline, Work Motivation, Employee Performance



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### INTRODUCTION

Leadership and work discipline mediated by work motivation have an important role in improving employee performance. One of them is in government institutions in Poasia District, especially in Anduonohu Village, Rahandouna Village, Anggoeya Village, Matabubu Village, Wundumbatu Village and Poasia District.

Based on initial observations in Poasia District, Kendari City, Southeast Sulawesi Province, it is known that employee performance has not been optimal. This is due to leadership patterns such as lack of supervision or less effective leadership styles that can make employees feel not motivated to work well. Leaders who do not provide clear direction or do not provide motivation can have a bad impact on employee morale.

Another phenomenon that occurs is work discipline, namely there are still employees who are negligent with the duties and responsibilities given, lack of supervision, lack of strict sanctions, lack of communication, lack of awareness of the impact and lack of intrinsic motivation as well as lack of enthusiasm in carrying out their duties, often arriving late, returning home early, and not complying with the applicable working hours rules.

This also happens due to poor work motivation, this can be seen from employees who may feel unappreciated for their contributions and hard work. In the absence of adequate rewards, both in the form of material (such as incentives and bonuses) and non-material (recognition, praise, or formal awards), work motivation tends to decline. In addition, employees who feel they don't have the opportunity to develop or be promoted to a higher career level may lose motivation. When employees feel stagnant in their positions without the opportunity to learn new things or develop skills, they will tend to lack motivation to work better, and a monotonous or uncomfortable work environment can reduce employee morale and motivation. Physical factors such as inadequate facilities, as well as social relations between employees that are not harmonious, can also affect work motivation, causing employee performance to be less than optimal.

As a reference to support the theory and proposition in this study, an empirical study of the author is needed, so several research results were adopted, namely: the results of the research conducted by Niluh Made Yuni Pradnyawati, et al (2021) show that human resource development has a positive and significant effect on employee performance.

The results of the study are supported by previous research conducted by Syukur S. Mendrofa, et al. (2021) and Dewangga Adi Nugroho and Sutianingsih (2024) showing that leadership style affects employee work motivation. The results of research conducted by Widhiantara, Putu Arya Wiweka., et al. (2023) and Utomo, Wahyu Abdillah., et al. (2021) show that the influence of leadership on employee performance is positive and significant. In contrast to the results of research conducted by Isro' Kholifatul Jannah, Sinollah, R.M. Mahrus Alie, (2024), the results of the study show that leadership does not have a significant effect on employee performance.

The results of the study are supported by previous research conducted by Dewangga, Adi Nugroho and Sutianingsih (2024), showing that work discipline has a positive influence on the level of employee work motivation. The results of research conducted by Widhiantara, Putu Arya Wiweka, et al. (2023), Utomo, Wahyu Abdillah., et al. (2021) and Tiara Kusumarla Ningrum, et al. (2023) show that work discipline has a positive and significant effect on employee performance.

The results of research conducted by Widhiantara, Putu Arya Wiweka., et al. (2023) and Utomo, Wahyu Abdillah., et al. (2021) show that work motivation has a positive and significant effect on employee performance. In line with the results of research conducted by Tiara Kusumarla Ningrum, et al (2023), Dewangga Adi Nugroho and Sutianingsih (2024) and Ahmad Afandi and Syaiful Bahri (2020) show that motivation has a positive effect on employee performance.

Based on the description presented, the researcher is interested in conducting a research entitled: "The Influence of Leadership and Work Discipline on Employee Performance



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Mediated by Employee Work Motivation at the Poasia District Village Office."

### LITERATURE REVIEW

According to Hersey and Blanchart (Sunyoto, 2016:34), "Leadership is any effort by a person who tries to influence the behavior of a person or group, an attempt to influence this behavior in order to achieve individual goals, the goals of friends, or together with organizational goals that may be the same or different".

According to Effendi (2014:183) "Leadership is an influencing activity with the ability to convince others to direct in the process of achieving predetermined organizational goals". Leadership indicators according to (Kartono, 2013:189)". Among them: analytical skills, communication skills, courage, listening skills and assertiveness.

Good discipline is reflected in a person's sense of responsibility for the tasks given to him. Sinambela (2019:332) "so regulations are very necessary to create good order in the office where they work, because the discipline of an office or workplace is said to be good if some employees obey the existing regulations".

Agustini (2019:81) "work discipline is also the willingness and obedience to behave in accordance with the regulations in the agency concerned". Rivai in Rizki and Suprajang (2017) "work discipline has several components such as attendance, obedience to work regulations, obedience to work standards, high level of vigilance, and ethical work". According to Agustini (2019:104), Basically, there are many indicators that affect the level of employee discipline of an organization. Some of the indicators of discipline are the level of attendance, work procedures, obedience to superiors, work awareness and responsibility.

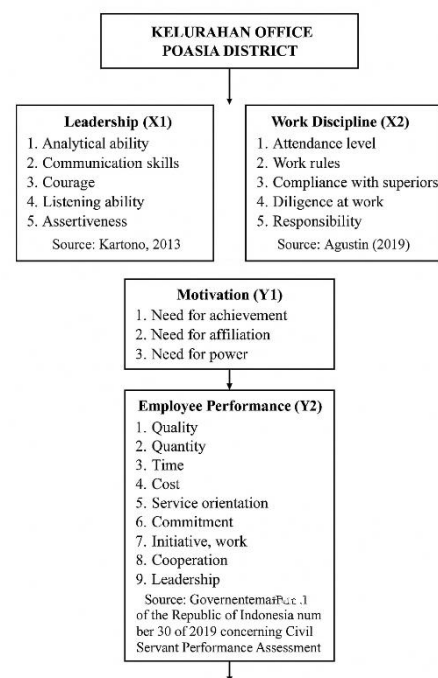
According to Farida (2016:24), motivation is what causes, channels, and supports human behavior. In order to be willing to work hard and enthusiastically to achieve optimal results. According to Mangkunegara (2009) in Hosnawati (2016) said that motivation is a condition or energy that moves employees who are directed or agree to achieve the company's organizational goals. According

to Sunyoto (2015:7), "the measurement of work motivation is: the need for achievement, the need for affiliation, and the need for power.

According to Afandi (2018:83), Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, not unlawfully and not contrary to morals and ethics. Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Performance Assessment of Civil Servants. The indicators in this study are quality, quantity, time, cost, service orientation, commitment, work initiatives, cooperation and leadership.

Based on the background of the problem, the research objectives, the benefits of the research, the theoretical studies and the empirical studies that have been described in the initial section can be used as the basis for making the research framework in figure 1. The following:

Figure 1. Research Mindset



Based on the theory explained above, a conceptual model or theoretical framework of

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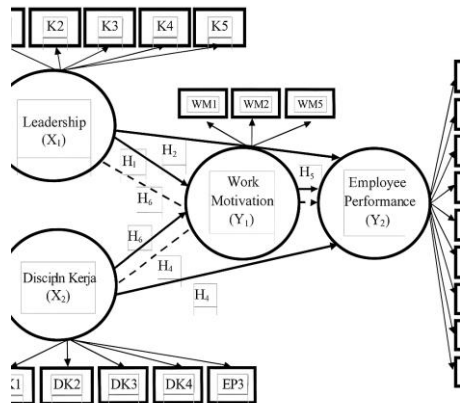
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thought can be developed in this study as follows:

Figure 2. Conceptual Framework



### Research Hypothesis

Based on the theoretical foundation and frame of mind that has been presented, a hypothesis can be proposed as a temporary conclusion as follows:

H1: Leadership has a positive and significant effect on the work motivation of employees at the Poasia District Village Office.

H2: Leadership has a positive and significant effect on the performance of employees at the Poasia District Village Office.

H3: Work discipline has a positive and significant effect on the work motivation of employees at the Poasia District Village Office.

H4: Work discipline has a positive and significant effect on employee performance at the Poasia District Village Office.

H5: Work motivation has a positive and significant effect on the performance of employees at the Poasia District Village Office.

H6: Leadership has a positive and significant effect on employee performance through work motivation at the Poasia District Village Office.

H7: Work discipline has a positive and significant effect on employee performance through work motivation at the Poasia District Village Office.

### METHOD

This research uses a quantitative approach, namely collecting, compiling, processing and analyzing data in the form of numbers that in practice are given certain treatment that is researched in it. The object of this research is the influence of leadership and work discipline on employee performance which is mediated by employee work motivation at the Poasia District Village Office.

The population in this study is all officials at the Poasia District Village Office as many as 33 officials. The determination of the number of samples in this study is by using the census method, namely the number of samples taken from the total population of 33 employees consisting of 8 people from the Poasia District office, 5 people from Anduonohu Village, 5 people from Rahandouna Village, 5 people from Anggoeya Village, 5 people from Matabubu Village, and 5 people from Wundumbatu Village.

The types of data used in this study are quantitative and qualitative data. The data sources in this study consist of primary and secondary data. The data collection techniques used by the researcher are questionnaires and documentation.

The data analysis technique used in the study is by analyzing data that has been scored according to the measurement scale that has been set through PLS analysis using Microsoft Excel, and Smart PLS software.

### RESULTS AND DISCUSSION

#### RESULTS

##### 1. Description of Research Results Variables

###### Leadership Variables

The leadership variable has been well perceived by the respondents, which is marked by an average score of 3.91, meaning that the respondents have assessed the leadership at the Poasia District Village Office when perceived from analytical ability, communication skills, courage, listening ability, and assertiveness.

###### Work Discipline Variables

The work discipline variable owned by the employees of the Poasia District Village Office is in the good category which is shown





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a. Reading the Value of R Square output PLS

After the estimated model meets the Outer Model criteria, the next structural model (Inner Model) test is carried out. Reading the Inner Model is evaluating the relationships between hypothesized constructs. Here is the R-Square value in the construct:

Table 1. R-Square

	R-Square
Work Motivation	0,957
Employee Performance	0,862

Source: Processed primary data, 2025

Table 1 above provides a value of 0.957 for the work motivation construct, which means that leadership and work discipline are able to explain 95.7 percent of the work motivation variable, with the remaining 4.3 percent influenced by other factors not examined in this study. The R-Square value is also present in employee performance, which is influenced by leadership, work discipline, and work motivation, amounting to 0.862. This means that leadership, work discipline, and work motivation can explain 86.2% of the employee performance variable, with the remaining 13.8% influenced by other factors not examined in this study.

In addition to using R-square, the goodness of fit of the model is also measured using Q-Square predictive relevance for the structural model, which assesses how well the observed values are generated by the model and its parameter estimates. The Q-Square value indicates that the model has predictive relevance if the Q-Square value is between 0 and 1. The Q-Square calculation is performed using the formula:

$$Q^2 = 1 - \{(1 - R_1^2) (1 - R_2^2)\}$$

Where  $R_1^2$  and  $R_2^2$  are the R-Square of the endogenous variables.

The  $Q^2$  value ranges from  $0 < Q^2 < 1$ , where the closer it is to 1, the better the model. The  $Q^2$  value is equivalent to the total coefficient of

determination in path analysis. The goodness of fit model calculation is as follows:

$$\begin{aligned}
 Q^2 &= 1 - \{(1 - R_1^2) (1 - R_2^2)\} \\
 &= 1 - (1 - 0,862) (1 - 0,957) \\
 &= 1 - (0,257) (0,084) \\
 &= 1 - 0,021 \\
 &= 0,978
 \end{aligned}$$

Based on the above calculations, it can be seen that endogenous variables are able to explain employee performance variables by 0.978 or 97.8 percent, while the remaining 2.2 percent is explained by variables not included in the model.

b. Reading the Results for Inner Weight

Next, to determine whether a hypothesis is accepted or not, the t-statistic is compared with the t-table, with the condition that if the t-statistic > t-table, then the hypothesis is accepted. For more details, see the following table:

Table 2. Results for Inner Weights

	Path Coefficient	T Statistics	P. Value	Results
Leadership → Work Motivation	0,278	3,662	0,000	Accepted
Leadership → Employee Performance	0,484	2,957	0,003	Accepted
Work Discipline → Work Motivation	0,723	10,515	0,000	Accepted
Work Discipline → Employee Performance	0,615	3,227	0,001	Accepted
Work Motivation → Employee Performance	0,445	5,797	0,000	Accepted

Source: Processed primary data, 2025

Based on the test of the relationship between constructs (table 2), hypothesis testing and direct influence path coefficients were obtained which aimed to prove that the proposed hypothesis could be accepted or rejected. The results of

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hypothesis testing can be described as follows:

#### 1. Hypothesis 1

The results of the leadership test on work motivation can be proven by the estimated value of the path coefficient of 0.278 with a positive direction. The coefficient of the path marked positive means that the relationship between leadership and work motivation is positive. The result of the path coefficient seen from the p-values of  $0.000 < \alpha = 0.05$  is significant. The results of the hypothesis test (H1) prove that leadership has a significant effect on the work motivation of employees at the Poasia District Village Office. This means that the better the leadership, the more the motivation of employees at the Poasia District Village Office. Thus, the one hypothesis proposed, namely: leadership has a positive and significant effect on the work motivation of employees at the Poasia District Village Office can be accepted.

#### 2. Hypothesis 2

The results of leadership testing on employee performance can be proven by the estimated value of the path coefficient of 0.484 with a positive direction. The coefficient of the path marked positive means that the relationship between leadership and employee performance is positive. The result of the path coefficient seen from the p-values value of  $0.003 < \alpha = 0.05$  is significant. The results of hypothesis testing (H2) prove that leadership has a positive and significant effect on employee performance at the Poasia District Village Office. Thus, the second hypothesis proposed, namely: leadership has a positive and significant effect on the performance of employees at the Poasia District Village Office can be accepted.

#### 3. Hypothesis 3

The results of the work discipline test on work motivation can be proven by the estimated value of the path coefficient of 0.723 with a positive direction. The coefficient of the path marked positive means that the relationship between work discipline and work motivation is positive. The result of the path coefficient seen from the p-values of  $0.000 < \alpha = 0.05$  is significant. The results of the hypothesis test (H3) prove that work discipline has a positive and significant effect on employee work motivation at the Poasia District Village Office. Thus, the third hypothesis proposed, namely: work discipline has a positive and significant effect on employee work motivation at the Poasia District Village Office can be accepted.

#### 4. Hypothesis 4

The results of the work discipline test on employee performance can be proven by the estimated value of the path coefficient of 0.615 with a positive direction. The coefficient of the path marked positive means that the relationship between work discipline and employee performance is positive. The result of the path coefficient is seen from the p-values of  $0.001 < \alpha = 0.05$  which is significant. The results of the hypothesis test (H4) prove that work discipline has a significant effect on employee performance at the Poasia District Village Office. Thus, the four hypotheses proposed, namely: work discipline has a positive and significant effect on employee performance at the Poasia District Village Office can be accepted.

#### 5. Hypothesis 5

The results of the work motivation test on employee performance can be proven by the estimated value of the path coefficient of 0.445 with a positive direction. The

coefficient of the path marked positive means that the relationship between work motivation and employee performance is positive. The result of the path coefficient seen from the p-values of  $0.000 < \alpha = 0.05$  is significant. The results of hypothesis testing (H5) prove that work motivation has a significant effect on employee performance at the Poasia District Village Office. Thus, the five hypotheses proposed, namely: work motivation has a positive and significant effect on employee performance at the Poasia District Village Office can be accepted.

### Hypothesis Mediation Effect Testing

The results of testing the indirect influence hypothesis through work commitment as an intervening variable using the Sobel test calculator auxiliary program or using data in the specific indirect effects table. However, in this study using a table specific indirect effects can be presented in table 3. next:

Table 3. Specific Indirect Effects

	Path Coefficient	T Statistics	p. Value	Result
Leadership → Work Motivation → Employee Performance	0,840	3,834	0,000	Accepted
Work Discipline → Work Motivation → Employee Performance	0,205	4,754	0,000	Accepted

Source : Primary data processed, 2025

Based on the test of the relationship between constructs (table 3), hypothesis testing and influence path coefficients were obtained indirectly which aims to prove that the proposed hypothesis can be accepted or rejected. The results of hypothesis testing can be described as follows:

### 1. Hypothesis 6

Based on the test results in table 5.16. showing the results of the work motivation test mediating the influence of leadership on employee performance can be proven by the estimated value of the path coefficient of 0.840 with a positive direction. The coefficient of the path marked positive means that the relationship between work motivation and mediating the influence of leadership on employee performance is positive. The result of the path coefficient seen from the p-values of  $0.000 < \alpha = 0.05$  is significant. The results of the hypothesis test (H6) prove that work motivation mediates the influence of leadership on the performance of employees of the Poasia District Village Office. Thus, the six hypotheses proposed, namely: work motivation mediating the influence of leadership on employee performance at the Poasia District Village Office can be accepted.

### 2. Hypothesis 7

Based on the test results in table 5.16. showing the results of the work motivation test mediating the influence of work discipline on employee performance can be proven by the estimated value of the path coefficient of 0.205 with a positive direction. The coefficient of the path marked positive means that the relationship between work motivation and mediating the influence of work discipline on employee performance is positive. The result of the path coefficient seen from the p-values of  $0.000 < \alpha = 0.05$  is significant. The results of the hypothesis test (H7) prove that work motivation mediates work discipline on employee performance at the Poasia District Village Office. Thus, the seven hypotheses proposed, namely: work motivation mediating the influence of work discipline on employee performance at the

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Poasia District Village Office can be accepted.

## DISCUSSIONS

### 1. Leadership Affects Work Motivation

The results of the test in this study prove that leadership has a positive and significant effect on work motivation. The results of the study can be concluded that leadership has a positive and significant effect on work motivation. This means that the better the leadership, the better the work motivation of employees at the Poasia District Village Office. Therefore, increasing work motivation at a good Poasia District Village Office can be achieved by increasing leadership.

The results of this study are in line with the results of previous research conducted by Syukur S. Mendrofa, et al. (2021) showing that leadership style (X) affects the work motivation of employees at the South Nias Regency Food Security Office. In line with this, the results of research conducted by Dewangga Adi Nugroho and Sutianingsih (2024) and Isro' Kholifatul Jannah, Sinollah, R.M. Mahrus Alie, (2024) show that the leadership applied to the Cepogo District office, Boyolali Regency has a positive and considerable influence on the level of employee work motivation.

Based on the results of the discussion above, it can be seen that leadership has a positive and significant effect on the work motivation of employees at the Poasia District Village Office. Thus, the leadership at the Poasia District Village Office is in accordance with what is expected.

### 2. Leadership affects Employee Performance

The results of the analysis of the second hypothesis test that leadership has an influence on employee performance at

the Poasia District Village Office were found to be positive and significant. This can be interpreted that the improvement in employee performance is due to the better leadership at the Poasia District Village Office.

This research is in line with the results of research conducted by Tiara Kusumarla Ningrum, et al (2023), Dewangga Adi Nugroho and Sutianingsih (2024) and Ahmad Afandi and Syaiful Bahri (2020) show that the influence of leadership variables on employee performance. The results of this study are in line with the results of research conducted by Sylvia Mayang Sari, and Hapzi Ali (2024) and Fitriani, et al. (2024) show that leadership has an effect on employee performance.

In contrast to the results of research conducted by Isro' Kholifatul Jannah, Sinollah, R.M. Mahrus Alie, (2024), the results of the study show that leadership does not have a significant effect on employee performance.

Based on the results of the discussion above, it can be seen that leadership has a positive and significant effect on the performance of employees at the Poasia District Village Office. Thus, the better the leadership at the Poasia District Village Office, the better the performance of employees.

### 3. Work Discipline Affects Work Motivation

The results of this study have a positive and significant influence between work discipline on motivation. This means that the better the employee's work discipline, the better the motivation felt by the employee. To increase motivation, employee work discipline needs to be improved.

The results of the variable description show that the work motivation possessed by



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the employees of the Poasia District Village Office is in the good category, this shows that the work motivation possessed by the employees of the Poasia District Village Office is assessed in terms of the needs of achievement children, the need for affiliation, and the need for power.

This research is in line with the results of research conducted by Dewangga Adi Nugroho and Sutianingsih (2024) showing that the work discipline applied to the Cepogo District office, Boyolali Regency has a positive and considerable influence on the level of employee work motivation. This is in line with the results of research conducted by Nurlina and Yulianti (2023) and Munawaroh, Istiqomah (2018) showing that work discipline has a positive and significant effect on employee work motivation.

Based on the results of the discussion above, it can be seen that work discipline has a positive and significant effect on employee motivation at the Poasia District Village Office. Thus, the better the work discipline at the Poasia District Village Office, the better the motivation of employees.

#### 4. Work Discipline Affects Employee Performance

The findings of this study show that work discipline has a positive and significant effect on the performance of employees at the Poasia District Village Office. This means that the better the work discipline of an employee, the better his performance will be. To improve performance, employees need work discipline in carrying out their work.

Agustini (2019:81) "work discipline is also the willingness and obedience to behave in accordance with the regulations in the agency concerned". Rivai in Rizki and Suprajang (2017) "work discipline has several components such as attendance,

obedience to work regulations, obedience to work standards, high level of vigilance, and ethical work". According to Agustini (2019:104), Basically, there are many indicators that affect the level of employee discipline of an organization. Some of the indicators of discipline are the level of attendance, work procedures, obedience to superiors, work awareness and responsibility.

The results of this research are also in line with the results of research conducted by Widhiantara, Putu Arya Wiweka., et al. (2023) showing that work discipline has a positive and significant effect on employee performance. In line with the results of research conducted by Utomo, Wahyu Abdillah., et al. (2021) show that the influence of work discipline on employee performance is positive and significant. Furthermore, the results of this study are in line with research conducted by Tiara Kusumarla Ningrum, et al. (2023), Dewangga Adi Nugroho and Sutianingsih (2024), Lailatul Shalsabila, Aji Tuhagana, and Zenita Apriani, (2024), Sylvia Mayang Sari, and Hapzi Ali (2024) and Ahmad Afandi and Syaiful Bahri (2020) show that there is a partial influence of work discipline variables on employee performance.

Based on the results of the discussion above, it can be seen that work discipline has a positive and significant effect on employee performance at the Poasia District Village Office. Thus, the better the work discipline at the Poasia District Village Office, the better the performance of employees.

#### 5. Work Motivation Affects Employee Performance

The findings of this study show that work motivation has a positive and significant influence on employee performance. This means that work

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motivation has a positive and significant influence on employee performance at the Poasia District Village Office, where if the motivation is good, performance will also increase or it can be said that the higher the employee motivation, the better the employee performance.

This research is in line with the results of research conducted by Widhiantara, Putu Arya Wiweka., et al. (2023) and Utomo, Wahyu Abdillah., et al. (2021) showing that work motivation has a positive and significant effect on employee performance. In line with the results of research conducted by Tiara Kusumarla Ningrum, et al. (2023), Dewangga Adi Nugroho and Sutianingsih (2024), Lailatul Shalsabila, et al, (2024), Sylvia Mayang Sari, and Hapzi Ali (2024) and Ahmad Afandi and Syaiful Bahri (2020) show that motivation has a positive effect on employee performance.

Based on the results of the discussion above, it can be seen that work motivation has a positive and significant effect on the performance of employees at the Poasia District Village Office. Thus, the better the motivation at the Poasia District Village Office, the better the performance of employees.

#### 6. Leadership Affects Employee Performance Through Work Motivation

The results of the study revealed that work motivation variables can mediate leadership to employee performance. Testing with the Sobel formula or using a table of specific indirect effects revealed a positive influence with a statistical value smaller than the t-table so that the results were positive and significant. This shows that leadership has a positive and significant effect on the performance of employees at the Poasia District Village Office through work motivation.

This research is in line with the results of research conducted by Dewangga Adi Nugroho and Sutianingsih (2024) showing that the influence of leadership on performance can be done by increasing work motivation. In contrast to the research conducted by Isro' Kholifatul Jannah, Sinollah, R.M. Mahrus Alie, (2024) shows that leadership does not have a significant effect on employee performance through work motivation.

The results of the statistical test and the respondents' responses can be concluded that leadership has a positive and significant effect on employee performance through work motivation at the Poasia District Village Office.

#### 7. Work Discipline Affects Employee Performance Through Work Motivation

The results of the study revealed that work motivation variables can mediate work discipline on employee performance. Testing with the Sobel formula or using a table of specific indirect effects revealed a positive influence with a statistical value smaller than the t-table so that the results were positive and significant. This shows that work discipline has a positive and significant effect on employee performance through employee motivation at the Poasia District Village Office.

The results of this study are in line with the results of research conducted by Munawaroh, Istiqomah (2018) showing that the indirect influence of work discipline on performance through work motivation, so that increasing work discipline can improve employee performance through work motivation. On the other hand, if there is a decrease in work discipline, it can reduce employee performance through work motivation. In contrast, the results of research conducted by Dewangga Adi Nugroho and



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Sutianingsih (2024) show that work motivation cannot optimize the influence of work discipline on employee performance

The results of the statistical test and respondents' responses can be concluded that work discipline has a positive and significant effect on performance through employee work motivation at the Poasia District Village Office.

### LIMITATIONS OF THE RESEARCH

The results of this study have provided a number of findings, but there are still some things that need to be studied further. This condition is greatly influenced by several things that indirectly become the limitations of the research, namely:

1. This study does not consider other variables that may affect employee performance, only using the variables of leadership, work discipline and work motivation that have potential possibilities related to employee performance have not been included in this study.
2. This study identifies employee performance, so it is suggested to the next study to add variables that are able to improve employee performance, test on different sample numbers and at different locations.

### CONCLUSIONS

Based on the results of data analysis, hypothesis testing, and discussion of research findings, several conclusions can be drawn. Leadership is proven to have a positive and significant effect on employee work motivation at the Poasia District Village Office, which indicates that better leadership implementation can enhance motivation levels among employees. Furthermore, democratic leadership is also shown to positively and significantly influence employee performance, meaning that improvements in leadership practices are capable of driving higher performance

outcomes. In addition, work discipline is found to have a positive and significant effect on work motivation, suggesting that employees who maintain better discipline are more motivated in their work. Similarly, work discipline also contributes positively and significantly to employee performance, reinforcing the idea that discipline is a key factor in achieving higher performance. Work motivation itself plays a central role, as it has a positive and significant effect on employee performance, where higher levels of motivation directly improve performance outcomes. Moreover, leadership is shown to positively and significantly influence employee performance through the mediating role of work motivation, especially when linked to indicators such as the need for achievement, affiliation, and power. Lastly, work discipline also has a positive and significant effect on employee performance through work motivation, highlighting that employees who are disciplined and simultaneously motivated are more likely to achieve optimal performance at the Poasia District Village Office.

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